

**Ministry of Education**

Minister

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**Ministère de l'Éducation**

Ministre

315, rue Front Ouest  
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November 3, 2023

Jean Lépine

Chair

Ontario French-Language Educational Communications Authority (TFO)

CP 3005 succursale F

Toronto, ON M4Y 2M5

**Subject: TFO's Letter of Direction for 2024-25**

Dear Mr. Lépine,

I am pleased to share our government's 2024-25 priorities for the Groupe Média TFO (TFO). As Chair, you play a vital role in helping TFO achieve its mandate in supporting Franco-Ontarian education and life-long learning through its place in the field of educational communications and programs.

Following the release of the 2022-23 EQAO results, it is clear that TFO must continue to re-enforce fundamentals like reading, writing and math and preparing our students for the jobs of the future. The work that you and your fellow TFO directors undertake to establish the goals, objectives and strategic direction ensures that TFO fulfills its mandate in a responsible manner while supporting critical education and life-long learning.

Per the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for TFO for 2024-25. In fulfilling your legislated mandate, my key expectations for TFO include:

- continuing to consult and work closely with francophone stakeholders and educational partners;
- continuing to provide strong and innovative supports, including curriculum-linked digital resources, for Ontario students;
- prioritizing student learning with particular focus on literacy and math skills;
- continuing to increase digital presence, making educational resources and services available to students, parents and teachers, in order to promote continuous learning; and

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- marketing TFO's learning resources outside of Ontario, leveraging the reputation of the Ontario education system and increasing opportunities for generating revenue to be re-invested into education and dynamic learning.

I look forward to discussing these priorities as they are required to be reflected in TFO's upcoming business plan and future annual reports.

In addition, I have listed below the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority. The government-wide priorities are:

### **1. Competitiveness, Sustainability and Expenditure Management**

- Operating within the agency's financial allocations.
- Identifying and pursuing opportunities for revenue generation, efficiencies and savings through innovative practices, and/or improved program sustainability.
- Complying with applicable direction related to accounting practices and supply chain centralization, including leveraging Supply Ontario's bulk purchasing arrangement and working with Supply Ontario on strategic procurement initiatives.
- Complying with realty interim measures for agency office space.
- Leverage and meet benchmarked outcomes for compensation strategies and directives.

### **2. Transparency and Accountability**

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability, and providing the Minister with annual skills matrices to ensure boards have qualified appointees.
- Reviewing and updating agency KPIs annually to ensure efficiency, effectiveness and sustainability.

### **3. Risk Management**

- Developing and implementing an effective process for the identification, assessment and mitigation of agency risks, including cyber security, and any future emergency risks.

### **4. Workforce/Labour Management**

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities across Ontario (as per MBC Realty Directive, s. 5.4), as applicable.

- Aligning Human Resource and Accommodations strategies with OPS directives and policy.
- Adhering to TB/MBC labour and bargaining mandates.
- Prudently and efficiently managing operational funding and workforce size.

**5. Diversity and Inclusion**

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

**6. Data Collection, Sharing and Use**

- Improving how the agency uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery.
- Increasing data sharing with Supply Ontario when applicable regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

**7. Digital Delivery and Customer Service**

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations.

I thank you and your fellow board members for your continued commitment to TFO. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Deputy Minister Kate Manson-Smith at [Kate.Manson-Smith@ontario.ca](mailto:Kate.Manson-Smith@ontario.ca)

Sincerely,



The Honourable Stephen Lecce  
Minister of Education

Attachment: Government Priorities for Agency Sector Chart

cc: Michelle Séguin, President and Chief Executive Officer, TFO  
Kate Manson-Smith, Deputy Minister, Ministry of Education  
Didier Pomerleau, Assistant Deputy Minister, French-Language Teaching, Learning and Achievement Division, Ministry of Education